

**INFLUENCE OF MONITORING AND EVALUATION STRATEGIES ON INTERNET
BANKING PERFORMANCE: A CASE OF INVESTMENT & MORTGAGES BANK,
KENYATTA AVENUE, NAIROBI, KENYA**

BY

PENNINAH WAUSI MUE

**A Research Project Report Submitted In Partial Fulfillment Of The Requirement For The
Award Of The Degree Of Master Of Arts In Project Planning And Management Of The
University Of Nairobi**

2016

DECLARATION

This research project report is my original work and has not been submitted for an award of a degree in any university

Signature _____ Date ___/___/2016

Penninah Wausi Mue

L50/77768/2015

This research project report has been submitted for an examination with my approval as university supervisor.

Signature _____ Date ___/___/2016

Prof. Hariet Kidombo

Department of Educational Studies

University of Nairobi

DEDICATION

I dedicate this project to my parents, Mr. Jeremiah Mue and Mrs. Stella Maris Mue and My siblings; Lillian, Boniface, Benson, Benedict and Irene for their immense support, guidance, constant love and encouragement.

ACKNOWLEDGEMENT

I express my deepest and profound gratitude to my Supervisor, Prof. Harriet Kidombo for her excellent guidance, time, support and valuable criticism. I will forever be indebted to her for the knowledge she imparted in me and her constant encouragement. I am also thankful to the entire staff of the University of Nairobi for their endless support.

I am grateful to my family, for their emotional support for having being outstanding throughout the difficult, trying and challenging times especially due to my long absence from home in pursuit of knowledge. My appreciation also goes to my colleagues at I&M bank Kenya for their immense support and for their continuous support and encouragement when during hard times of the course work and the project.

I would also like to acknowledge my friends; Roselyne, Florence, Joseph and James among others who encouraged, prayed and supported me in various ways; my heartfelt gratitude goes to you. Finally, my appreciation goes to my fellow classmates at the University of Nairobi for their assistance and moral support. I am grateful for their company, positive discussions and support they accorded me towards the achievement of this postgraduate degree. May God bless them all.

TABLE OF CONTENT

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
ABBREVIATIONS AND ACRONYMS.....	viii
LIST OF FIGURES	ix
LIST OF TABLES	x
ABSTRACT.....	xi
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	4
1.3 Purpose of the Study	5
1.4 Objectives of the Study.....	5
1.5 Research Questions	5
1.6 Significance of the Study	5
1.7 Basic Assumptions of the Study	6
1.8 Limitations of the Study.....	6
1.9 Delimitation of the Study	6
1.10 Definitions of Significant Terms Used in the Study	7
1.11 Organization of the Study	7
CHAPTER TWO	9
LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 Internet Banking Performance	9
2.3 Benchmarking and Performance of Internet Banking.....	11
2.4 Monitoring and Evaluation Planning and Performance of Internet Banking.....	13

2.5 Budgeting and Performance of Internet Banking.....	15
2.6 Piloting and Performance of Internet Banking.....	17
2.7 Theoretical Framework.....	18
2.7.1 The Logical Framework Model.....	18
2.7.2 Technology Acceptance Model.....	19
2.7.3 Diffusion of Innovation Theory.....	20
2.8 Conceptual Framework.....	20
2.9 Research Gaps.....	21
2.10 Summary of Literature Review.....	22
CHAPTER THREE	23
RESEARCH METHODOLOGY	23
3.1 Introduction.....	23
3.2 Research Design.....	23
3.4 Sample Size.....	23
3.5 Data Collection Instrument.....	24
3.5.1 Pilot Testing of the Instrument.....	24
3.5.2 Validity of the Instrument.....	25
3.5.3 Reliability of the Instrument.....	25
3.6 Data Collection Procedures.....	25
3.3 Target Population.....	26
3.7 Data Analysis Techniques.....	26
3.8 Ethical Considerations.....	26
3.9 Operationalization of Variables.....	26
CHAPTER FOUR.....	28
DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS.....	28
4.1 Introduction.....	28
4.2 Demographic Information.....	28

4.2.1 Gender of the Respondents.....	29
4.2.2 Duration Worked in the Bank.....	29
4.2.3 Department Worked by the Respondents	30
4.3 Benchmarking and Internet Banking Performance	31
4.4 Monitoring & Evaluation Planning and Internet Banking Performance.....	33
4.5. Budgeting and Internet Banking Performance.....	34
4.6. Piloting and Internet Banking Performance.....	36
4.7 Internet Banking Performance	38
4.8 Correlation Analysis	39
CHAPTER FIVE	43
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	43
5.1 Introduction.....	43
5.2 Summary of Findings.....	43
5.2.1 Influence of Benchmarking on Internet Banking Performance	43
5.2.2 Influence of Monitoring and Evaluation Planning on Internet Banking Performance.	43
5.2.3 Influence of Budgeting on Internet Banking Performance.....	44
5.2.4 Influence of Piloting on Internet Banking Performance.....	44
5.3 Conclusions.....	45
5.4 Recommendations.....	46
5.5 Suggestions for Further Research	47
REFERENCES.....	48
APPENDICES	55
Appendix I: Letter of Introduction.....	55
Appendix II: Questionnaire.....	56
Appendix III: Interview Schedule.....	60

ABBREVIATIONS AND ACRONYMS

- DOI** - Diffusion of Innovation Theory
- I&M** - Investment and Mortgages Bank
- ICT** - Information Communication Technology
- IFC** - International Finance Corporation
- IFRC** - International Federation of Red Cross
- LF** - Logical Framework
- M&E** - Monitoring and Evaluation
- NSE** - Nairobi Securities Exchange
- TAM** - Technology Acceptance Model
- UNDP** - United Nations Development Programme
- WHO** - World Health Organization

LIST OF FIGURES

Figure 2.1: Conceptual Framework	21
--	----

LIST OF TABLES

Table 3.1 Sample Distribution	24
Table 3.2 Operationalization of Variables	26
Table 4.1 Response Rate.....	28
Table 4.2: Gender of the Respondents.....	29
Table 4.3: Duration Worked in the Bank.....	29
Table 4.4: Department Worked by the Respondents	30
Table 4.5 Position Held by the Respondents	30
Table 4.6 Benchmarking.....	31
Table 4.7: Monitoring and Evaluation Planning.....	33
Table 4.8 Budgeting.....	35
Table 4.9 Piloting.....	36
Table 4.10 Internet Banking Performance	38
Table 4.11: Correlation Analysis	39

ABSTRACT

Organization's total risk profile, the risk levels and risk appetite related to customary banking, specifically operational, reputational, legal, and strategic risks have been escalated by Internet banking distinctive characteristics. It is generally hard to conclude if the desired outcomes are being attained and what remedial measures to take to ensure accurate delivery of planned results in case of lack of effective monitoring and evaluation strategies, and whether initiatives are making positive contributions. Thus, this study examined the influence of monitoring and evaluation strategies on internet banking performance with reference to benchmarking, monitoring and evaluation planning, budgeting and piloting. The finding of this study would be of significance to bank managers, as it would increase emphasis on the role of monitoring and evaluation of internet banking projects implementation. This study used an exploratory and descriptive survey research design and was carried out at I&M Bank Limited. This study undertook a census of the 59 employees of I&M Bank Ltd-Kenyatta Avenue Branch. Data for \ was obtained using interview schedules and questionnaires, which were dropped to the sampled respondents and picked after 2 days. A pilot test was executed using 10% of the population and the dependability of the questionnaire; the study used the Cronbach alpha (α) coefficient. The data obtained was analyzed using descriptive statistics and the Pearson product moment correlation and then presented using tables. The study provided answers to the research questions. The study found out that competitive benchmarking helped improve firms' products, services or work processes to enhance its competitive strategy and performance. The study found out that monitoring and evaluation planning ought to be a vital element of any planned ICT program and also ought to be taken into account during the planning stage, before a project begins. The study also found out that budgeting assisted in decision-making and facilitated the more efficient allocation of resources for project implementation and performance. The correlation results established a positive and significant relationship between internet banking performance and monitoring and evaluation planning, budgeting and piloting. The study concludes that there is a noteworthy relationship between monitoring and evaluation planning and internet banking performance. There is also substantial positive association between budgeting and internet banking performance. The study also concludes that there is a significantly positive relationship between piloting and internet banking performance. The study recommends that banks should also evaluate the best practices benchmarked from other firms to help gain strategic, operational advantage in the implementation of internet banking. Commercial banks should also formulate policies that engages monitoring and evaluation planning as a fundamental component of any planned ICT program. Effective monitoring and evaluation strategies ensure coherence and continuity of a project from design to it implementation thus enhancing a reliable internet banking program. The study, therefore, recommends that the banks' ICT department ought to do adequate piloting before fully engaging in internet banking programs so as to ensure successful execution of internet banking.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Internet banking is a service, where a customer can access their account information and do any transactions at any time from any computer as long as there is internet connection (Anton, 2014). According to Egwali (2008), Internet Banking is a service that offers a different approach to banking service delivery to in a quicker and more convenient way. Internet banking is a phenomenon that has transformed banking in the modern age by linking regulatory, geographical and industrial sectors and developing innovative products, services and opportunities for customers and banks alike (Khan and Karim, 2010). Banking via the internet has arisen as a tactical resource for realizing goals of cost reduction, high efficiency, and operations control by substituting labour intensive and paper-based approaches with automations thereby achieving greater productivity and profitability (Malhotra and Singh, 2009).

Progressions in ICT have enabled a lot of commercial banks globally to adopt electronic banking so as to remain a significant player in this technological age. Nowadays, the banking industry is making use of new online communication platforms to offer its customers value added services conveniently (Zimucha et al., 2012). Many organizations in the banking industry have quickly implemented internet proficiencies, and are making use of technology as a worthwhile opportunity for interface between financial service firms and their clients. A lot of financial institutions have invested in internet banking tools to avail to their customers various e-banking services with increased accessibility of information and efficiency for carrying out transactions (Rotchanakitumnuai and Speece, 2004). Thus, the advancements of internet banking have fundamentally improved the traditional channels that banks use in carrying out their business and the means by which customers perform their banking transactions (Sayar and Wolfe, 2007).

In practice, banks conduct surveys about their customers and provide customers with a possibility to express their opinions, as well as positive and negative experiences regarding bank's products and services (Janković, Marković and Brnad, 2014). This information is useful for monitoring and evaluation in order to meet customer requirements. Thus, monitoring and evaluation (M&E) is an important aspect of result oriented management and creates a basis for

correct and clear reporting on results attained by an involvement in a program or a project. Subsequently, reporting of information is not a difficulty, but converts into an opportunity for analysis and learning, informing impact assessment to assist in decision-making (IFRC, 2011).

Monitoring and evaluation is an orderly process, which measures the development of ongoing tasks and identifies limitations for prompt remedial action (WHO, 2008). Mainly, the aim of M&E is to propose trustworthy choices grounded on data that can be collected to aid in decision making. M&E permits ongoing learning and feedback during all the stages of project development such as designing, planning and proper implementation. It also includes critically assessing the results achieved and relating them to the initial objectives set out for the project in question (Wagner et al., 2005).

Monitoring, for example, demonstrates a descriptive image of the happenings at a particular instance. Effectively, it is a systematic, continuous management activity that delivers information to top management via regular, reliable record keeping. On the other hand, evaluation entails more detailed analysis on whether a program, plan or policy has accomplished its anticipated results (WHO, 2008). Thereby, monitoring and evaluation are inter-linked and have mutual reinforcement relationship. Ideally, monitoring and evaluation ought to be developed as well as implemented well in advance, forming a clear association to the organizational objectives and strategies (GAVI Alliance, 2011). Hence, an M&E approach is developed to provide an effective M&E framework, which is intended to measure progress towards attainment of the overall goal and objectives of a project (Channa, 2010).

Although, internet banking offers a lot of benefits to corporate and individual clients, electronic banking has certain challenges and issues in terms of security and interest of customers (Driga and Isac, 2014). Internet banking has brought about numerous additional challenges for Bank's management as well as their regulators. These challenges stem from improved possibilities for foreign and local transactions founded on technological application that raises various security apprehensions (Aduda and Kingoo, 2012). Thereby, if there was nonexistence of operative monitoring and evaluation strategies, it would be challenging to establish if the envisioned outcomes are attained as intended, and remedial action may be required to guarantee achievement of the planned outcomes, and if they are indeed making a helpful contribution to human development (UNDP, 2009).

In addition, the rapid growth of ICT has made some bank related tasks more cost effective and generally efficient, investments in technology are using up a big portion of bank's resources. Presently, other than employee costs, technology is typically one of the main items in banks budgets, and also the fastest rising one (Aduda and Kingoo, 2012). Application of internet banking necessitates investment in information technology by service providers taking the internet banking route. For such investments to do well, customers need to appreciate its worth, or they will be reluctant to utilise it well (Rotchanakitumnuai and Speece, 2004). Thus, M&E requires to be a vital share of internet banking design and implementation to ensure completion. As such, outcomes from monitoring and evaluation comprise of summaries of performance from a retrospective viewpoint considered to date, and also update on making decisions prospectively to enhance program or institutional performance (GAVI Alliance, 2011). Hence, there is need to examine the influence of monitoring and evaluation strategies on internet banking performance.

1.1.1 Internet Banking Status at I&M Bank

I&M Bank Limited is a financial institution licensed under the Kenyan Banking Act (Chapter 488) and offers both corporate and retail banking services in several parts of the country. The Bank is also incorporated in Kenya under the Kenyan Companies Act and has affiliates in Rwanda, Mauritius and Tanzania (I&M News, 2015). I&M Bank is listed on the Main Investment Market Segment of the Nairobi Securities Exchange and is also controlled by the Central Bank of Kenya as well as the Capital Markets Authority. I&M Bank currently operates 35 branches and over 40 ATMs covering the major financial and commercial centers' in Kenya, and with access to over 4500 ATMs in Kenya as part of other networks. I&M Bank is acknowledged for its inventive products that have brought customer convenience and efficiency (NSE Handbook, 2014).

I&M bank launched the first E Commerce platform in the Kenya Banking industry in 2008 and was also the first bank in Central & East Africa that was presented with a license for E-commerce uptake. I&M bank also developed email banking that permitted clients to get transaction/statement information at stated regularities cost-free (Ngungi, 2013). Later on, in 2010, I&M bank launched its Internet Banking platform known as "I-Click" which was the first in Kenya that allowed their customers to view cheque images online (I&M Holdings, 2013). In 2015, I&M Bank Kenya took a technology leap and vastly extended its suite of technological

applications (Apps) by introducing the I&M App, which is an umbrella application that includes several sub-application within its menu (I&M News, 2015). I&M Bank was seen to progressively grow over time and is currently classified among the best banks in internet banking in Kenya. The Bank provides an extensive variety of commercial and financial banking services and products, and has a strength in the introduction of new and unique products as per the requirements of its clients (NSE Handbook, 2014).

1.2 Statement of the Problem

Internet banking has distinctive characteristics that may escalate organization's total risk portfolio and the levels of risk typical with traditional banks, predominantly operational, reputation, legal, and strategic risks (Nicoleta, 2009). Various factors including customer service, demographic considerations and competitive costs encourage banks to appraise their existing technology and evaluate their internet banking and e-commerce methods. The main undertaking for banks is to maximize the benefits of internet banking technology and ensure that they are higher than the risks and cost associated with carrying out business on the internet (Internet Banking Comptroller's Handbook, 1999). Thus, in absence of proper monitoring and evaluation, it is challenging to pinpoint if indeed the envisioned outcomes are being achieved as per plan, the level of remedial action needed to guarantee completion, and determine if the outcomes are creating a positive influence (UNDP, 2009).

Also, monitoring and evaluation assists organizations in extracting pertinent data from the historical and current undertakings such that they may be useful as the foundation for programmatic future planning, reorientation and adjustment (UNDP 2009). Recently, growth in the study of monitoring and evaluation has been rapid, moving away from conventional methods to result-based methods. However, monitoring and evaluation programs have developed into a large business in the development industry, however, are less established in the profit-making sector. As such, despite the importance of internet banking in many financial institutions, no solid research studies have been done on monitoring and evaluation of the implementation of internet banking. Hence, an empirical gap, which this study intends to seal by examining the influence of monitoring and evaluation strategies on internet banking performance.

1.3 Purpose of the Study

The main purpose of the study was to examine the influence of monitoring and evaluation strategies on internet banking performance at Investment & Mortgages Bank in Kenya.

1.4 Objectives of the Study

The study was based on the following objectives:

1. To establish the influence of benchmarking on internet banking performance
2. To assess the influence of monitoring and evaluation planning on internet banking performance
3. To examine the influence of budgeting on internet banking performance
4. To examine the influence of piloting on internet banking performance

1.5 Research Questions

This study sought to offer answers to the following research questions:

1. In what way does benchmarking influence internet banking performance?
2. How does monitoring and evaluation planning influence internet banking performance?
3. In what way does budgeting influence internet-banking performance?
4. How does piloting influence internet-banking performance?

1.6 Significance of the Study

The main aim of this study was to examine the influence of monitoring and evaluation strategies on internet banking performance. Thus the findings of this study would be of significance to bank managers, as it may increase emphasis on the role of monitoring and evaluation of internet banking projects implementation. In addition, the study would be of value to policy makers like the Central Bank of Kenya, the Kenya Bankers Association and the Government of Kenya to develop policies on monitoring and evaluation of internet banking programs and other banking projects. Finally, this study would be of significance to scholars and researchers who may use the study findings to identify study gaps not covered by the research. The study would also add on to the existing knowledge on monitoring and evaluation of internet banking projects.

1.7 Basic Assumptions of the Study

The study used the assumptions that commercial banks conducted monitoring and evaluation of their internet banking projects. Additionally, the study assumed that respondents would cooperate and provide all the required data about the study topic. The study also assumed that the selected bank would provide an adequate sample size on which to carry out the research. Finally, the study assumed that sample size selected would be adequate to enable the drawing of valid conclusions and recommendations required to achieve the objectives of this study as per requirements.

1.8 Limitations of the Study

Absenteeism of the informants was anticipated; where some of the key employees would have tight schedules, and would not avail themselves to participate in the research. However, the researcher liaised with the firm's management and established the appropriate time to carry out the study. Lack of cooperation and hostility was also anticipated since most respondents considered research an invasion to their privacy or an investigation into their work life. However, the researcher guaranteed the respondents of privacy, and informed them of the nature of the study, being only for academic and educational purposes, thereby seeking support from the firm's officials. Additionally, the research also obtained a letter of authorization from the university, which was attached to the copy of each research instrument.

1.9 Delimitation of the Study

The research study sought to find out the effect of monitoring and evaluation strategies on internet banking performance. The study was carried out at I&M Bank Limited, Kenyatta Avenue branch in Nairobi City County. I&M Bank Ltd is one of best performing commercial bank in Kenya and is listed in the Nairobi Securities Exchange. The bank was one of the early adopters of internet banking services in Kenya and has a number of internet services at its disposal hence the reason for choosing it. The study carried out a census of the bank's employees in order to obtain a representative view.

1.10 Definitions of Significant Terms Used in the Study

Benchmarking refers to the process of defining the relative worth of something by likening it to an identified standard.

Budgeting refers to the practice of creating financial aims by forecasting financial requirements and resources, observing and adjusting expenditure and income as well as assessing variances towards achieving the set goals. It is a beneficial tool for evaluating a particular policy and/or program to decide whether or not the costs are less than the benefits, or whereby choices of policies or programs are being compared, to ascertain which one has the largest benefit.

Evaluation refers to objective and organized assessment of a continuing or completed policy, program, or project and its planning, design, execution and outcome.

Internet banking refers to an internet based platform that can be used by customers to carry out diverse banking services, including utility payments to creation of investment accounts

Monitoring and evaluation planning refers to the applicable planning for the program/project to observe, analyze and assess the indicators and objectives.

Monitoring and Evaluation refers to a systematic process, which assesses the improvement of activities that are work-in-progress and detect any constrictions for timely remedial action.

Monitoring refers to an ongoing function that purposes principally to deliver to stakeholders and management, a continuous intermediation with prompt signals of improvement or negative variations in the accomplishment of outcomes.

Piloting refers to the application of information software, technologies and/or projects in a relatively small confined part of an organization to assess its simulated effect, both positive and negative, benefits and costs, to be evaluated before application in a wider geographic area.

1.11 Organization of the Study

This study was structured into the following five chapters:

The first chapter details the introductory part of the research study, which entailed background of the study, statement of the problem, its purpose and objective, as well as the research questions.

In addition, the chapter entails the implications and the basic assumptions of the research study, its limitations and delimitations and finally, definition of key terms.

The second chapter reviewed past studies associated to the study by various authors and scholars. Thus, the chapter presented the theoretical framework, a review of the study variables, a conceptual framework, research gaps and finally a summary of literature review.

The third chapter details the methodology that was used to undertake this study. The chapter also presented the research design, target population, sample size and sampling techniques. It also presented the instrument used to collect data, the procedures, techniques of information/data analysis, ethical respects and finally operationalization of study variables.

The fourth chapter provided the results of the data analysis, presentation, interpretation and all the discussion pertaining to study discoveries. The chapter presented the response rate, reliability findings, the findings on the respondents profile and also the outcomes of the study as per the study objectives.

The fifth chapter presented the summary of findings, the conclusions, the recommendations, and areas which require additional/further research pertaining to the topic under study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter explored the presented writings on monitoring and evaluation as well as internet banking as examined by various authors both in Kenya and in other countries. Thus, the chapter presented the theoretical framework, the existing literature on the study objectives which included benchmarking, monitoring and evaluation planning, budgeting and piloting. Finally, the chapter presented the conceptual framework, the research gaps and a summary of literature review.

2.2 Internet Banking Performance

Due to technology growth, Internet banking is one of the most recent applications that has experienced a large growth over the past years. The banks were inspired to spend more on technology following the information and technological revolution to maximize on return and attract more clients who expected more on the delivery of the bank's services (Al-Smadi and Al-Wabel, 2011). The main purpose for the expansion in Internet banking services is reduction of costs and enhancement of profits for the banks, while elevating customer convenience through the ease of use and swiftness with which transactions are effected (Stoica, Mehdian & Sargu, 2015). The implementation of the Internet as a mode of delivery entails a steady decline in overhead costs. Internet banking has a major influence on advancement of more user friendly and flexible banking undertakings/services (Ahmed, Rezaul and Rahman, 2010).

“Internet banking services make it possible to replace the traditional deposit service functions of bank employees along with the brick and mortar investment required of financial institutions” (Dandapani, Karels and Lawrence, 2008). Internet banking is mainly inspired by the opportunities of minimization of operating expenses and maximization of operating returns. Internet banking creates extraordinary prospects for the banks by bringing together improvement on financial product, its marketing as well as delivery through the Internet (Ahmed, Rezaul and Rahman, 2010). Internet Banking is considered to be a delivery channel that compliments the services offered by traditional banking branches rather than a substitute (Kombe and Wafula, 2015).

The incorporation of e-commerce and emergence of e-cash as some of banking services certainly affects the efficiency results of the bank (Gupta and Islamia, 2008). Internet banking benefits the banks in reducing operating costs while weakening the necessity for a wide regional network. For any banking organization seeking to improve the superiority of services, internet banking is a vital element (Stoica, Mehdiian and Sargu, 2015). To increase profitability, financial institutions are investing in electronic banking so as to raise non-interest related revenue as they lower the expenses, which escalates the return on equity and the return on assets. Hence, internet banking increases a financial institution's asset and significantly increases operating costs (Dandapani, Karels and Lawrence, 2008).

Internet banking has an effect on the client's day to day life as well as the performance of the bank. Internet banking assists in reduction of cost while improving the banking services as well as increasing banks profitability. Internet banking promotes the general value of the banks services by offering cheaper, dependable, convenient and faster services (Ali and Niaz, 2010). According to Gupta and Islamia (2008) implementation of the Internet mode of banking increase the entry global majors in the market, increased consumer awareness, as well as lead to the development of open standards in the banking industry. Internet banking also minimizes costs for banks by conducting low-value-added transactions (Anton, 2014).

Internet banking acts as an additional way of delivering services and offering new products to targeted clients by financial institutions (Dandapani, Karels and Lawrence, 2008). Services offered through the internet provides customers with appropriate, swift, precise and expedient banking opportunities and permits organizations to make available products that are custom-made to meet customers' requirements (Al-Smadi and Al-Wabel, 2011). Use of internet banking provides an exceptional chance for marketing banking products and services, which increases bank competitiveness, meet customers' demands, provide new ways of doing business as well as help in improving the image of the business and reduce costs (Ali and Niaz, 2010).

The critical success factors of internet banking are successful internal e-banking configuration, security, simplicity of use, synchronization of existing e-banking tools with internet banking, technological infrastructure, customer service and customer occupation (Ndlovu and Siyavora, 2014). Many banks use the internet banking platform to not only provide easy services via internet banking such as utility payment and reporting but also to use the time a client spends on

the website to cross sell and market in order for the banks to achieve profitability in internet banking (Chavan, 2013). According to Nicoleta (2009), financial services, may be offered to potential customers through online banking in a comparable extent at low costs.

Due to growth in technology, developments in ICT have enabled a lot of financial institutions to implement e-banking so as to remain significant (Zimucha et al., 2012). Internet banking is faced by many challenges such as the confusing market restrictions, the opening of industrial obstacles, and the innovation of IT applications, the appearance of fresh business approaches and the entrance of new competitors despite the internet banking offering new opportunities to banks (Ahmed, Rezaul and Rahman, 2010). Sanya (2014) posits that although a significant improvement has been recorded in the use and development of information technology in the banking industry over the last decade, most banks are still far from adopting technology-based strategies able to see them through competition in banking markets.

2.3 Benchmarking and Performance of Internet Banking

Benchmark entails developing a point of reference or guidance against which improvement or achievements can be matched. Benchmarking is a process by which processes comparison as well as performance measures are undertaken against the industry's bests or other industries best standards. Dimensions usually measured are time, quality and cost (KPMG, 2014). Kelessidis (2000) defines benchmarking as a way of improving results by constantly recognizing, getting to know and adapting best procedures and techniques established within an organization as well as externally. Benchmarking can also be defined as a formal and controlled way of looking out for best ways, which lead to achieving exceptional results, the scrutiny, discussions about those practices and the adoption of those best ways to meet the essentials of one's own organization and their deployment (Meade, 2007).

Benchmarking is actually getting experience from others who have used the same kind of system. It entails using the understanding and the involvement of others to transform the organization positively. It involves examining the results and observing the weaknesses and strengths of the institution and evaluating how to improve (Lankford, 2001). Benchmarking helps in the borrowing and deploying successful ideas of organizations in order to achieve excellence and enable considerable steps in improvement while evading unverified or

problematic approaches (Meade, 2007). According to Kelessidis (2000), the focus of benchmarking is on enhancement of any particular practice in business by using the best opportunities instead of just assessing the best achievement. Best practice is the source of great achievements. Firms can gain strategic, operational, and financial benefit by exploiting best approaches and also the highest opportunity of achieving the best results.

“The essence of benchmarking is identifying the highest principles of excellence for products, services, or processes, and then making the improvements necessary to reach those standards commonly called best practices” (Elmuti and Kathawala, 1997). Programs that rely on performance indicators to help management to make decisions mainly use benchmarking. Well and poorly performing programs that are appropriate for comparison by higher-level policy makers often use benchmarking. Although, benchmarking supports the implementation of realistic and challenging targets in programs, it can be challenging to find suitable benchmarks due to lack of enough data withheld by the involved persons and also absence of cooperation from programs that are affected (The World Bank, 2011).

There are various forms of benchmarking, comprising of: in-house benchmarking, competitive benchmarking, functional or industry benchmarking, and process or general benchmarking (Elmuti and Kathawala, 1997). In-house benchmarking involves benchmarking against operations. Internal benchmarking enables the organization to identify best internal procedures that can bring immediate gains and allocate them to other parts of the organization (Elmuti and Kathawala, 1997). Competitive benchmarking is applied to external direct competitors with the aim of comparing organizations in the same industry with similar products, work processes and services. Benchmarking done against the industry’s front-runners or the most efficient processes of recognized organizations is referred to as industry or functional benchmarking (Matters and Evans, 1997). General or process benchmarking emphasizes on the everyday processes of the firm and entails improving the way processes are performed on a daily basis (Lankford, 2001).

“Benchmarking as a formal M&E tool extends beyond the general practice of basic comparison of performance indicators between different ministries, localities or countries. For benchmarking to make information important for decision-making, there is a need for in-depth analysis of the reasons underlying differences in performance” (Staplehurst, 2009). Conducting M&E benchmarking can be very important since it enables an organization to learn from the

experience and performance of other organizations and prepares the organization to make informed decisions regarding program and policy design, the setting achievable targets though challenging and to formulate meaningful M&E during the execution and follow-up phases of the program cycle (The World Bank, 2011).

In addition, benchmarking is a performance tool that is useful continuously for improvement in high and modern technological world of computers and telecommunications as well as performance evaluation (Wade Seiford and Zhu, 2004). A study by DeYoung (2001) determining the effect of internet on bank financial performance suggested that, it is critical to assess or benchmark their performance with the banks that are relatively new and without internet banking services, not to already existing banks without internet banking platform. Allan (1997) established that companies benchmark and share the information with each other as they learn from each other too. Benchmarking enables partners in organizations to share data and create a learning culture.

Benchmarking aids in improved understanding of administration processes by the organizations involved and identifies specific areas of improvement. A study by Kerandi et al. (2014) investigated the “performance improvement through benchmarking in commercial banks in Kenya by focusing on the extent to which commercial banks used benchmarking, the relationship between benchmarking and organizational performance, and the challenges facing the adoption and implementation of benchmarking”. The outcomes showed that benchmarking was a reputable result based enhancement practice indicated to be operational in the Kenyan bank industry. The study suggested that different opinions of all workers should be integrated in benchmarking initiatives since at the end of it all the information will be of use to the employees to improve the process.

2.4 Monitoring and Evaluation Planning and Performance of Internet Banking

A monitoring and evaluation plan refers to a plan in paper for entire M&E system of a project or a document detailing the project indicators as well as how they will be measured using a matrix for indicators (Chaplowe, 2008). An M&E plan is presented within a table that summarizes the program/program requirements by explaining what is needed as far as monitoring and evaluation for each indicator is concerned and also assumptions. It provides a complete description of the

information, key indicator information, its foundations, the approaches and time of collection, personnel involved and expected audience in a single table (IFRC, 2011). The M&E plan also shows the human resources requirements, including training on software use, equipment operation, and instructional incorporation (Wagner et al., 2005).

In project planning M&E plan is an important document for consistency and continuity in a project's monitoring and evaluation system. M&E planning starts during or immediately after the project design stage (Chaplowe, 2008). The first phase of monitoring and evaluation process stipulates a strategy of measuring the application dependability of the intervention. "The M&E plan then designs methods of measuring of intended outcomes, with a view of how they might feed into the more downstream and less easily measurable, but desirable long-term development goals" (Wagner et al., 2005). Without proper M&E planning and clear expectations of anticipated results, it would not be clear how to monitor and what should be monitored; as such monitoring may not be carried out appropriately (UNDP, 2009).

Therefore, in order to be able to monitor and evaluate the log frame's objectives as well as indicators, M&E planning must be an important aspect of the project or programme plan. Logframe and indicators entails the aims, indicators, means of authentication and assumptions which are the operational design of the project or programme (IFRC, 2011). M&E planning is integrated alongside project implementation and management systems. Early planning of a project informs the project design and also gives enough time to plan for adequate resources and workforce needed before implementation of the project. M&E planning also involves incorporating the people using the M&E system and participation of the project team and key interested parties, which ensures viability, ownership and understanding of the monitoring and evaluation system (Chaplowe, 2008).

James and Miller (2007) indicated that during the M&E plan articulation, it is essential to deliberate on ways to achieve collaborations through individuals involved in the process. Thus, as the organization plans for any project including ICT program, M&E process ought to be factored in the plan before a process/project begins as it is an essential component. Such ensures that the people involved owns the project as theirs and also for accountability purposes so as to gain learning and ensure future activities are build. Monitoring and evaluation planning should begin at the time of programme or project design. For work to be judged whether it's moving in

the correct way, and if growth and achievement is visible, and whether upcoming determinations can be enhanced, effective monitoring and evaluation planning must be put into place. Effective monitoring and evaluation and good planning can play a key part in increasing the effectiveness and efficiency of development programs and projects (UNDP, 2009).

2.5 Budgeting and Performance of Internet Banking

Budgeting is a standard tool for determining the efficiency of planned projects. Budgeting is a concept used by many organizations to compare anticipated expenses against estimated benefits in order to establish the best (or most gainful) course of action (Bansal, 2014). Budgeting weighs project/programme expenses usually in financial aspects in comparison to its impacts and effects, both negative and positive. Budgeting involves an organized classification of effects as profits and expenses, appreciating it all in financial terms (allocating weights), and establishing the net benefit of another course of action. Budgeting is a technique in economics designed to work on evaluation of a project (Martishevsky, 2001). Since budgeting relies greatly on forecasting and estimates; it may thus be less appropriate for programs intended to be functioning in unsteady environments (World Bank, 2011).

Budgeting is can be of great help when comparing different programs to get to know which one yields highest benefit to the society or considering a distinct policy or program to establish if its overall profits surpass the expenditures. The reason for budgeting is to help in making decisions. Precisely, the main aim is to expedite efficient resource allocation (Martishevsky, 2001). In addition, budgeting is a key evaluation tool for processes/projects with quantifiable paybacks. “For instance, in business registration simplification, a budget could deliberate whether the expenses involved in providing technical assistance and support represent good value compared to the benefits gained through quicker and cheaper registration procedures” (IFC Advisory Services, 2008).

The expenses incurred by commercial banks while setting up internet banking include from buying of computer machines, to website development, user interface development, quality assurance testing, web hosting services and continues operations expenditure. In customer’s point of view, banking service automation and development of an easier way of maintaining client’s money has yielded the most benefit to them since it saves time significantly (Chavan,

2013). Online banking has seen many financial institutions save costs in back and customer facing operations such as loan application processing, to making deposits, to customer services and statement processing. Additionally, Internet banking facilitates institutions in realizing new ways of getting income through service and transaction fees charged to internet banking users.

Before commercial banks make a choice to provide internet banking products and services they should do comprehensive analysis of the expenditure and income accompanying such action. Online banking has its own share of perils and therefore, the persons analyzing costs and benefits should deeply understand such risks so that in the budget they can consider costs appropriate to risk alleviation controls (Nicoleta, 2009). Thus, every component of the M&E strategy will increase the overall program or project costs and as such it should be apportioned in the budget up front (Wagner et al., 2005).

A study done by Al-Weshah (2013) examined the “role of e-banking in continuous improvement from managers' perspective in Jordanian banks”. The study revealed that internet banking is very advantageous in this modern age to the bank as well as to the customer since it offers many accessible openings to bank upgrading like fast and easy banking services, easy and cheap tools for communication with clients, introduction of new innovative bank services and products to clients as well as an efficient way of dealing with errors generated by the banking system. Then again, internet banking come across various impending problems in bank advancements like inadequate participation by employees in banking industry advancement, customers' lack of trust, capabilities of internet applications and insufficient employees' skills attributed to low training levels.

Martishevsky (2001) also reviewed internet banking in Ukraine context, applied budgeting techniques to select one of two options for improvement of Internet banking: group and individual alternatives. The study established that budget application to Internet banking necessitates classification of every potential consequence, both negative and positive. Just like all innovative projects, Internet banking has some challenging effects that are difficult to measure. Comparisons of costs and incomes of two different methods to Internet banking reveals that considerable dissimilarities are positioned amongst structure costs, i.e. stock, flow of income and expenditure is nearly equal for the two alternatives and investigation and more specific analysis is necessary.

2.6 Piloting and Performance of Internet Banking

A pilot is carrying out a test by implementing the whole project on a smaller population, so as to establish possible glitches that would otherwise not be exposed up until complete utilization (Bassi, 2010). Pilots are used to test projects before they are broadly or fully implemented. There are various types of pilots which include impact pilots, process pilots and phased implementation projects (Sutcliffe and Court, 2006). Pilots are performed for the purpose of learning, so that problems are identified, assumptions are dealt with and an informed decision can be considered as far as implementation of the entire project concerned. Implementation starts once the final project documentation is completed hence pilots are not the first phase of implementation (IFRC, 2011).

Piloting in information and communication technology projects is referred to as the execution of an ICT program, related project or software on a smaller precise population so as to allow for its complete effect whether positive or negative, project's benefits and weaknesses to be assessed before adoption of the project on a regional or nationwide basis. Piloting measures the ICT project performance over a small time frame. This gives the personnel involved such as specialists and interested parties to learn from the experience and take corrective action as they prepare to implement on a larger scale. Piloting entails complete setup of preferred technical surroundings such as furniture, contents, hardware, support materials, software, etc. in a well-ordered area in which measurement of the effectiveness of the system can be done. Piloting enables intended users who are selected to interact with the technical environment so as to find possible challenges within the project before its implemented. Piloting results and problems in a real world state are often known as the field and are the most significance in projects (Bassi, 2010).

Piloting enables the stakeholders and organization to be better equipped by testing its assumptions on a smaller scale before investing in implementation of the project on a large-scale. The pilot can also be used as the evidence required to secure further financing or to validate escalated costs on specific areas such as starting point studies and personnel. Team members working on the project can also become more confident as well as improve themselves through the experience gained before getting deeply involved in a more challenging project. Pilots can be used as a comparison tool between comparable actions so as to ascertain which one works best in

the field (Bassi, 2010). A good pilot is that which is executed correctly and its results can be relied on (both negative and positive). Positive outcomes demonstrate that a concept is accurate. Negative outcomes shows that there is more work to be done on the initial theory. However, the negative results can prevent us from getting involved in unsuccessful execution on a larger population (Sutcliffe and Court, 2006).

A study by Bruyère, Pillet and Quoniam (2008) analyzed diverse prototypes and useful instances of piloting of e-business effectiveness in attribution of various sources and concluded that “a way of help of piloting the performance being in coherence with the objectives to be reached via the revelation of following the indicators so that it leads to success”. Olusanya, Oluremi and Babatunde (2014) also examined the implementation of computerized banking monitoring system in Nigeria banking industry. The conclusions of the study discovered that the feasibility in installing computerized monitoring system has a significant effect on banking activities

2.7 Theoretical Framework

A theory is a system that describes a world view about a certain phenomenon by interconnecting ideas that summarize and organize knowledge. This study will draw on the logical framework (LF) approach to explain monitoring and evaluation, the technology acceptance model (TAM) and the diffusion of innovation (DOI) to explore internet-banking implementation.

2.7.1 The Logical Framework Model

The U.S. Agency for International Development (1969) proposed the use of Log Frame. Log frame is based on rationality processes that supports the format and creation which is easily expounded and proved through program logic approach. “This entails way of thinking about how the numerous components of a project relate to each other to achieve desired goals” (IFC Advisory Services, 2008). The Logical Framework Model is used as a tool for project planning, design and management. This approach follows categorized results focused planning methodology and structure, which focuses all elements of project-planning on the attainment of one project purpose. A Logical Framework Approach (LFA) is a project policy approach which offers an organized arrangement for identifying, planning, designing and managing projects (Jensen, 2010).

The LF can be used as an essential tool for evaluation. It identifies precise times when M&E ought to be carried out in program/project execution as well as demonstrating the purpose of monitoring, evaluation and impact assessment (IFC Advisory Services, 2008). Its purpose is to give a clear, planning framework for the intended activities and determining the degree of a project's success, while factoring in external factors (Jensen, 2010). The Log Frame aids in clarifying any project's objectives, policy or program and enhances the value of M&E in the system. It assists in establishing the anticipated fundamental connections – the 'program logic' - in the subsequent outcomes sequence such as inputs, processes, outputs, outcomes, and impact (IFC Advisory Services, 2008). Monitoring and evaluation offers opportunities at consistent scheduled points to confirm the logic of a program, its happenings and their employment and to create modifications as required (UNDP, 2009).

2.7.2 Technology Acceptance Model

The Technology Acceptance Model was developed by Davis (1989) to help evaluate the degree to which institutions are able to accept and make use of new software and information systems (Hsueh-Ying et al., 2010). The Model has two main components, firstly is perceived efficiency where an individual believes they can improve their job performance by adopting technology, and the second is apparent simplicity of use defined as stress-free interaction with system and getting done what is required with a lot of ease (Abdalkrim and Khrais, 2013). Davis (1989) referred to perceived efficiency as the extent to which an individual considers that using a specific system will yield more good results. Apparent simplicity of use is the magnitude to which a person is certain that they will not struggle when operating a particular system (Hsueh-Ying et al., 2010).

“The Technology Acceptance Model, according to which users' adoption of computer system depends on their behavioral intention to use which in turn depends on attitude consisting of two beliefs, namely perceived ease of use and perceived usefulness” (Davis, 1989). Technology Acceptance Model has been broadly recognized for predicting the usage of new technologies, including the financial services industry. Davis et al. (1989) suggests that TAM is an effort to develop "the determinants of computer acceptance that is generally capable of explaining user behavior across a broad range of end-user computing technologies and user populations, while at the same time trying to be parsimonious and theoretically justified”. The Model cut down and

extended prevailing theory and was more focused towards technology acceptance. The TAM is a commonly used technology adoption as well as implementation models and has also been applicable to many types of user profiles and technologies (Bryson and Atwal, 2013).

2.7.3 Diffusion of Innovation Theory

The Diffusion of Innovation theory which was advanced by Rogers (1995) and describes DOI as the method by which a communication about an innovation trickles down through definite networks over a time frame amongst the people involved. It is a different kind of communication, in that new ideas are also communicated. As such, innovation refers to any object, practice or idea that is believed to be fresh by the people. Diffusion of Innovation is a concept of why, at what rate and how individuals and the organization receive the new ideas and technology. The model perceives inventions as being communicated in a certain way, via specific communication modes over a period contained by a specific shared structure (Sarker and Sahay, 2004).

DOI theory tries to describe and enlighten the mechanisms of implementing new innovations in this instance internet banking in a way it becomes effective. The theory presumes that the rate of implementation of innovations mostly depends on the willingness of the organization to perceive its relative advantage, triability, observability, compatibility and complexity. Sevcik (2004) indicated that “not all innovations are adopted even if they are good it may take a long time for an innovation to be embraced”. In addition, he suggested that “resistance to change may be a hindrance to diffusion of innovation although it might not stop the innovation it will slow it down”. According to Diffusion of Innovations model, in companies, innovation is connected to independent variables such as internal organizational structural, individual (leader) and external characteristics of the organization. Thus, the decision to implement internet banking should follow a similar process and take place in distinct stages (Sarker and Sahay, 2004).

2.8 Conceptual Framework

A conceptual framework refers to principles and wide-ranging ideas taken from applicable fields analyzing how structures can be subsequently presented. As a research tool, a conceptual framework assisted the researcher in communicating the situation under study clearly by developing awareness and understanding the situation. The conceptual framework for this

research revolved around monitoring and evaluation strategies and internet banking performance. Figure 2.1 shows the conceptual framework of the study:

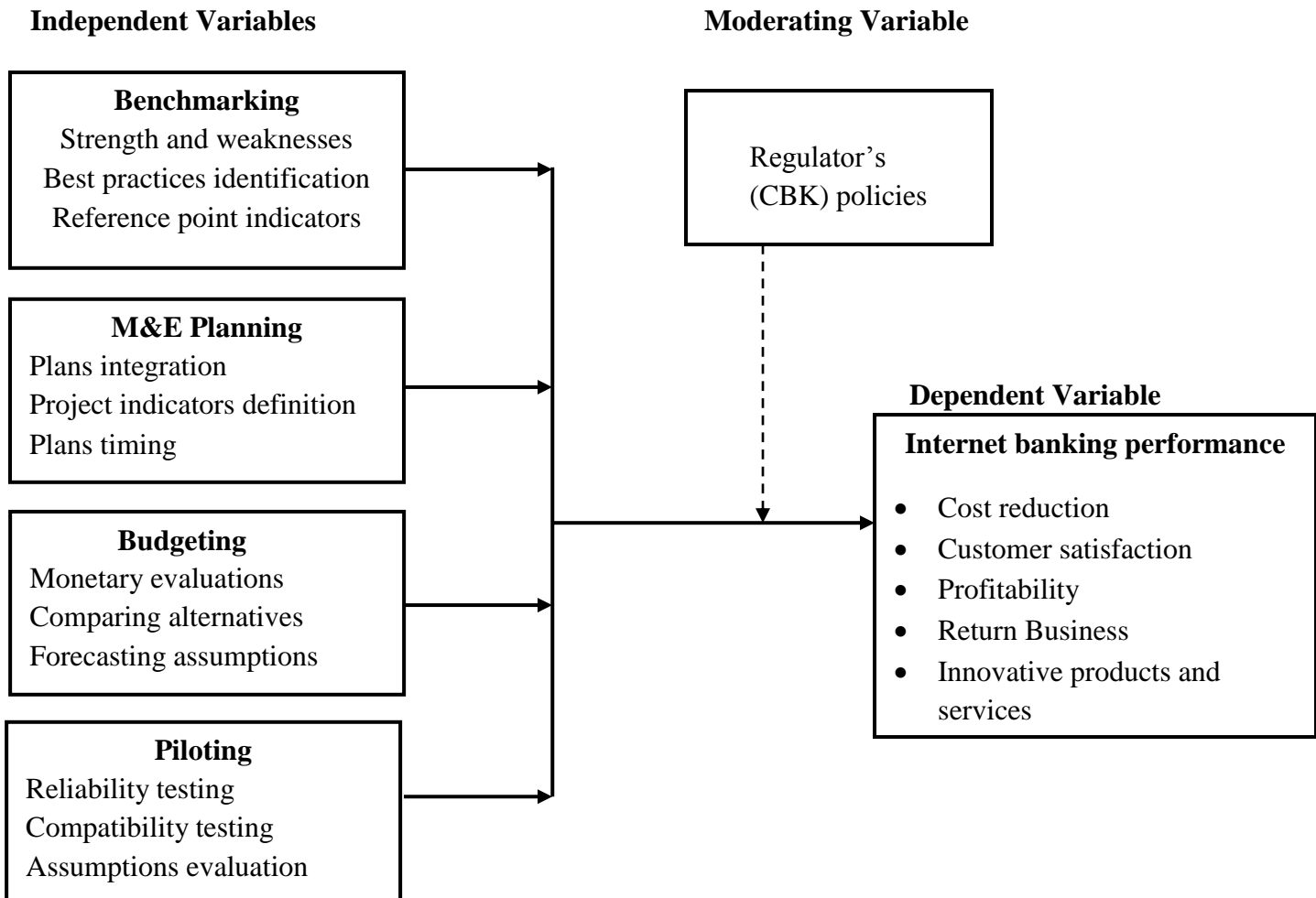


Figure 2.1: Conceptual Framework

2.9 Research Gaps

In the banking institutions industry worldwide, the traditional way of offering products and services by way of direct customer interactions are changing by virtual communication to decrease the time used and processing charges of an application for numerous products (Wade Seiford and Zhu, 2004). However, the critical success factors of internet banking are successful internal e-banking configuration, security, ease of use or user friendliness of the system, synchronization of existing e-banking tools with internet banking, technological infrastructure, customer service and customer occupation (Ndlovu and Siyavora, 2014). Through internet banking security has been the main challenge where by criminals intentions is to get hold of

users online identifications mainly the user name and PIN combinations which in some cases is easily acquired and used fraudulently to enter Internet banking customers accounts and commit financial crime without the client's awareness (Egwali, 2008). Thus, the adoption and implementation of internet banking remains a challenge to all commercial banks hence the need for monitoring and evaluation strategies.

In addition, monitoring and evaluation (M&E) remains an important aspect of results based management. Monitoring and evaluation forms the beginning of precise reporting on the achievement of the results by an intermediation (project or programme) (IFRC, 2011). In conducting monitoring and evaluation, the main focus will be on the specific areas guided by the actual intervention as well as its stated results. Although, monitoring and evaluation is widely applied in government projects, donor related projects and other public sector development projects, the concept of monitoring and evaluation is yet to take root in the business world hence a gap in literature. In addition, most of the studies on internet banking focus more on the "influence of internet banking on commercial banks financial performance" and on the "factors that influence the adoption and implementation of internet banking".

2.10 Summary of Literature Review

From the reviewed literature, it is evident that the success of programme preparation and implementation is based on carrying out effective monitoring and evaluation which are essential and individually separate parts of the project cycle and M&E is a critical tool for organizational learning, forward-looking, sound management and strategic positioning. In addition, the reviewed literature also indicates that internet banking provides financial institutions additional delivery channels of products and services as well as offering substantial benefits for both banks and customers at a lower cost. Further, most of the available studies have established that internet banking influence the performance of commercial banks thus monitoring and evaluation of internet banking using various strategies would play a big role in improving internet banking and, in turn, the financial performance of commercial banks.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter outlined the methodology used to carry out the research. The chapter described the research design, the target population, the sample size and sampling procedures, instrument of collecting data and data collection procedures. The chapter also outlined the techniques of analyzing data, ethical considerations and finally operationalization of the study variables.

3.2 Research Design

A research design outlines the elementary guidelines for carrying out the research. Precisely, a research design ought to offer appropriate data that will address the research questions most efficiently and excellently (Hair et al., 2007) . This study used an exploratory and descriptive survey research design. An exploratory research design is frequently conducted in areas that have not been researched before or are relatively new, where by the main aims of the research are to find out the degree or level of a specific phenomenon, behavior or problem and to gather some initial ideas about that phenomenon (Bhattacharjee, 2012). A descriptive survey research on the other hand aims at providing a detailed and effective picture of the aspects or variables that connect or are important to the research questions (Wyk, 2012). The purpose of the study was to establish the influence of monitoring and evaluation strategies on internet banking performance thus an exploratory and a descriptive survey research design will help to gain understanding with the inquiry in question or to get new ideas about it.

3.4 Sample Size

A sample design is a certain strategy established in advance before any statistics is collected for obtaining a small size of the items to be studied on from a specified population. This study undertook a census of the 59 employees of I&M Bank Limited-Kenyatta Avenue Branch. A census was considered since the population is small and finite. A census is an enquiry of all the single elements that make up the population i.e. a total record of the population rather than a sample (Zikmund et al., 2011). In a census investigation each and every member of the population is considered to ensure that highest accuracy is attained and that no element of chance

is left. As such, stratified random sampling will be used to divide the population into four groups comprising of the four departments at the bank as presented in table 3.1

Table 3.1 Sample Distribution

Strata	Total	Percent
Credit Department	12	20.4
Cash Department	17	28.8
Customer service Department	19	32.2
Internet Banking Department	11	18.6
Total	59	100.0

3.5 Data Collection Instrument

The researcher collected the data for the study using an interview schedule as well as questionnaires, which was carefully designed to cover relevant variables of the study. A questionnaire refers to set of written questions developed to which respondents indicate their responses (Saunders, Lewis and Thornhill, 2009). The questionnaire contains structured questions which required a specified response from the respondents developed on a likert scale of 1-5. The major benefit of a questionnaire is that the instrument is timesaving, meaning that researchers can collect all the completed answers from respondents in short time. In addition, a questionnaire is a convenient tool in research particularly where the research requires responses from large numbers of subjects. The researcher used interview schedule to obtain information from key personnel of the bank who involved the bank manager, the operations manager and the ICT officer.

3.5.1 Pilot Testing of the Instrument

A pilot study involves collecting data from a small number of respondents in a population comparable to those who will be used in the full research (Zikmund et al., 2011). Pilot studies are critical as the help refine the survey questions as well as reduce the risk of carrying out a totally flawed full study. Thus, a pilot test was carried out using 10% of the population as recommended

by Saunders et al (2009). The researcher uses pilot test to examine the patterns of respondents' answers and thus their understanding of the questionnaire. According to Orodho (2005), a pilot test helped to check the reliability and validity of data collection instruments.

3.5.2 Validity of the Instrument

Validity is defined as the level to which a measure reflects the concept it intends to measure. If the instrument used actually measure what they claim to, and when drawing conclusions on the study, there are no logical errors found then the study is said to be valid (Troachim, 2008). The validity of this study was measured based on the content of the questionnaires used for extracting the data from the respondents. Validity was concerned with whether a variable demonstrates what it is supposed to demonstrate. To establish the instruments validity a thorough review of the literature of how the construct has been used before was done. In addition, the views of experts including the project supervisor were sought.

3.5.3 Reliability of the Instrument

Reliability is defined as the level to which methods of collecting data and analysis process will be consistent with the findings (Zikmund et al., 2011). Hair et al. (2007) indicated that “for a scale to be reliable the questions must be answered consistently by respondents in a manner that is highly correlated”. To establish whether the questionnaire is reliable the study used the Cronbach alpha (α) coefficient, which represented internal consistency by calculating the average of all possible split-half reliabilities for a multiple-item scale. Above 0.7 Cronbach's alpha co-efficient implied that the instruments were adequately reliable for the measurement.

3.6 Data Collection Procedures

Data collection involves getting in touch with the respondents sampled in order to obtain the data required about the study (Cooper and Schindler, 2003). This study used both data collected by the researcher (primary) and data collected by other people (secondary). The researcher collected primary data using questionnaires, by dropping the questionnaires to the sampled respondents and picking after 2 days. The drop and pick method gave the respondents adequate time to read, understand and fill the questionnaires at their own time. Secondary data on the research topic was obtained from books, journals, newspapers and other publications.

3.3 Target Population

The target population refers to the total group of persons or objects of which the researcher is interested in making conclusions about (Cooper and Schindler, 2009). The population of the study comprised the 59 employees of I&M Bank Limited in Nairobi Town along Kenyatta Avenue as indicated in the Bank Human Resources Records (2016).

3.7 Data Analysis Techniques

Data analysis is the process of describing, illustrating and evaluating data by applying statistical techniques. The data collected was analyzed using descriptive statistics. Descriptive statistics involves the use of measures of central tendency, which include frequencies, percentages, the mean and standard deviation. Finally, the results obtained were presented using tables. The study also used Pearson Product Moment correlation analysis to establish the connection between monitoring and evaluation strategies and internet banking performance.

3.8 Ethical Considerations

To ensure compliance to ethical issues the researcher sought authorization to carry out research from the relevant offices. In addition, care was taken to assure the respondents that all information was treated with confidence. Further, all references to work by other scholars or writers were appreciated and acknowledged.

3.9 Operationalization of Variables

Table 3.2 Operationalization of Variables

Objective	Variable	Indicator	Scale	Tools of analysis	Type of analysis
To examine the influence of monitoring and evaluation strategies on internet banking performance	(Dependent) Internet banking performance	Cost Reduction Customer satisfaction Profitability Return Business Innovative products and services	Ordinal	Mean Percentages Standard Deviation	Descriptive statistics

To investigate the influence of benchmarking on the internet banking performance	(Independent) Benchmarking	Strength and weaknesses Best practices identification Reference point indicators	Ordinal	Mean Percentages Standard Deviation	Descriptive statistics Inferential statistics
To assess the influence of monitoring and evaluation planning on the internet banking performance	(Independent) Monitoring and evaluation planning	Plans integration Project indicators definition Plans timing	Ordinal	Mean Percentages Standard Deviation	Descriptive statistics Inferential statistics
To find out the influence of budgeting on the internet banking performance	(Independent) Budgeting	Monetary evaluations Comparing alternatives Forecasting assumptions	Ordinal	Mean Percentages Standard Deviation	Descriptive statistics Inferential statistics
To examine the influence of piloting on the internet banking performance	(Independent) Piloting	Reliability testing Compatibility testing Assumptions evaluation	Ordinal	Mean Percentages Standard Deviation	Descriptive statistics Inferential statistics

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

To bring to light the meaning of the data obtained, this chapter details the analysis of study findings pertaining to the influence of monitoring and evaluation strategies on internet banking performance. The data was collected from I&M Bank Limited-Kenyatta Avenue Branch, Nairobi. The respondents were 59 employees of I&M Bank Limited-Kenyatta Avenue Branch, Nairobi who includes the senior, middle level management and the general staff. The analysed data was presented in tables.

Table 4.1 Response Rate

Response Rate	Frequency	Percentage
Responses	41	69.5
Non-Response	18	30.5
Total Sample size	59	100.0

The size of the study's sample was 59 respondents, including employees from cash department, customer service department, credit department, and internet banking department. A total of 41 questionnaires were successfully filled in time for data analysis, which represented 69.5% of total sample size. According to Mugenda and Mugenda (2003), "a 50% response rate is adequate, 60% is good and above 70% is very good" and was therefore concluded to be appropriate to derive the inferences based on the study objectives.

4.2 Demographic Information

The section presents the respondents demographic information. The respondents' demographic information reflects the relevant attributes of the population which forms the basis under which the study can rightfully access the relevant information. The respondents' information captured includes: gender, academic qualifications and the total years worked within the organization.

4.2.1 Gender of the Respondents

The gender of the respondents who took part in the research were recorded as presented in Table 4.2.

Table 4.2: Gender of the Respondents

Gender	Frequency	Percent
Male	20	48.8
Female	21	51.2
Total	41	100.0

Results obtained in Table 4.2 show that a higher number of the respondents (51.2%) were Female while 48.8% were Male. What this showed was that the distribution of staff by gender in I&M Bank Limited, Kenyatta Avenue Branch, is almost equal, although the number of female staff is slightly higher.

4.2.2 Duration Worked in the Bank

Similarly, respondents indicated the number of years they had worked at I&M Bank as required, findings of which are presented in Table 4.3.

Table 4.3: Duration Worked in the Bank

Duration (in Years)	Frequency	Percent
Below 5 years	31	75.6
6-10 years	7	17.1
Over 16 years	3	7.3
Total	41	100.0

The study outcomes in Table 4.3 demonstrated that 75.6% had worked in the Bank for 5 years and below while 17.1% worked for a period between 6 and 10 years. 7.3% of the respondents, on the other hand, had worked in the bank for over 16 years.

4.2.3 Department Worked by the Respondents

This section wanted to establish the different units in which the respondents who took part in the study worked. Respondents were required to state the department for which they worked within the bank. The results are displayed in Table 4.4.

Table 4.4: Department Worked by the Respondents

	Frequency	Percent
Customer service	12	29.3
Cash	6	14.6
Credit	9	22.0
Internet banking	9	22.0
Any other	5	12.2
Total	41	100.0

Data displayed in Table 4.4 demonstrates that 29.3% were in customer service department while 22% were in credit and internet banking respectively. On the other hand, 14.6% were in cash department while 12.2% were in other departments.

4.2.4 Position Held by the Respondents

Also, respondents were required to state the positions they held in the bank. Findings are displayed in Table 4.5.

Table 4.5 Position Held by the Respondents

Position Held	Frequency	Percent
Operations Officers	5	12.2
Credit Officers	9	21.9
Customer Service	12	29.3
Internet Banking	9	21.9
Tellers	6	14.7
Total	41	100.0

Data displayed in Table 4.5 demonstrates that 29.3% of respondents were customer service, while 21.9% were credit officers and internet banking officers. On the other hand, 14.7% indicated that they were tellers while 12.2% of the respondents were operation officers.

4.3 Benchmarking and Internet Banking Performance

Similarly, respondents were required to state their agreement levels on the various statements related to benchmarking in the bank. A five-point likert scale was used to interpret the responses. The tallies of “strongly agree” and “agree” were denoted by mean score, equivalent to likert scale ($1 \leq \text{agree} \leq 2.5$). The tallies of ‘neutral’ were equal to 2.6 to 3.5 on the likert scale ($2.6 \leq \text{neutral} \leq 3.5$) The tallies of “disagree” and “strongly disagree” were equal to ($3.6 \leq \text{disagree} \leq 5$) on the likert scale which shows a strong agreement with the statement. The findings are presented in Table 4.6.

Table 4.6 Benchmarking

Statements on Benchmarking	Mean	Std. Deviation
Benchmarking supports the realistic and challenging targets in internet banking program	1.76	0.699
Best practices benchmarked from other firms provide opportunity for gaining strategic, operational and financial advantage	1.68	0.567
Internal benchmarking leads to immediate gains which comes from identifying best internal procedures which can be transferred	1.98	0.689
Competitive benchmarking helps improve firms products, services or work processes to enhance its competitive strategy and performance	1.56	0.634
Benchmarking against industry leaders leads to improvement of functional operations and performance	1.80	0.782
Process benchmarking leads to meaningful M&E during project implementation and follow-up stages	1.82	0.683
Average Mean	1.77	0.676

The outcomes displayed in Table 4.6 demonstrate that the respondents agreed that competitive benchmarking helped improve firms products, services or work processes to enhance its

competitive strategy and performance, best practices benchmarked from other firms provide opportunities for achievement of an operational, financial, and strategic benefit and that benchmarking supports the realistic and challenging targets in internet banking program as revealed by mean score of 1.56, 1.68 and 1.76 respectively. Respondents also agreed that benchmarking against industry leaders led to improvement of functional operations and performance, meaningful M&E during project implementation and follow-up stages with the internal benchmarking led to immediate gains which came from identifying best internal procedures which could be transferred as shown by the mean scores 1.80, 1.82 and 1.98 respectively.

From the results, benchmarking provided a prospect for gaining operational, financial, and strategic benefit, which helped improve firm's products, services or work processes to enhance its competitive strategy and performance; and also led to meaningful M&E during project implementation and follow-up stages. The findings are in agreement with the conclusions made by Kerandi et al. (2014) that states benchmarking was a conventional technique used for improvement of performance that was demonstrated as being effectively influential in performance improvement in the bank industry in Kenya over a specific time frame. The findings are also supported by The World Bank (2011) who revealed that benchmarking supports the adoption of realistic and challenging targets in programs.

The study enquired from the respondents on some of the benchmarking techniques used for evaluating internet banking programs. The respondents stated that use of various techniques such as industry/sector benchmarking and functional benchmarking. On the benefits of benchmarking, the respondents indicated that it was done to get the latest version of the technology, to adopt only efficient programmes, to develop security features that mitigate any risks, and improve its quality. Benchmarking also helped in identifying potential partners, helped in setting up targets to be attained in future, helped in identifying process differences and it also defined the best processes to be employed in the IB programs. These outcomes are in tandem with those of Kelessidis (2000) who expounded that benchmarking concentrates on enhancement of business processes by using best practice standards instead of only determining performance that is the "best". This is because best practice is the source of "best performance".

4.4 Monitoring & Evaluation Planning and Internet Banking Performance

The study was done to find out the influence of monitoring and evaluation planning on internet banking performance at the selected, I &M Bank Limited, Kenya. Outcomes are displayed in Table 4.7.

Table 4.7: Monitoring and Evaluation Planning

Statements on Monitoring and Evaluation Planning	Mean	Std. Deviation
Monitoring and evaluation planning defines a project indicator and how they will be measured	1.61	0.586
M&E planning should be an essential component of any scheduled ICT program and should be factored into planning at the beginning of a project	1.44	0.502
M&E planning should start during or immediately after the project design stage up to the implementation stage	1.73	0.807
M&E plans are key in planning and they ensure coherence and continuity of a project from design to it implementation	1.45	0.552
Early M&E planning enhances the project design and allows sufficient time to arrange for resources and employees prior to project execution	1.66	0.617
Effective monitoring and evaluation planning plays a major role in enhancing the effectiveness of any internet banking projects.	1.63	0.623
Average Mean	1.59	0.615

Outcomes from Table 4.7 showed that respondents strongly agree on the matter that monitoring and evaluation planning ought to be a fundamental factor in any strategic ICT program/process setup and requires to be included in preparation/planning prior to starting a program/process, they ensured coherence and continuity of a project from design to it implementation and also defined a project indicator and how they would be measured as indicated by the mean score of 1.44, 1.45 and 1.61 respectively. Respondents further reported that effective monitoring and evaluation planning was key in improving the usefulness of any internet banking project, enhanced the design and allowed adequate time to organize personnel and resources well in advance of actual project execution and that monitoring and evaluation planning ought to commence throughout, or straightaway after project design phase up to the implementation stage as revealed by the mean score of 1.63, 1.66 and 1.73 respectively.

Management and ICT officers were asked to indicate the benefits of monitoring and evaluation planning on internet banking programs in the bank. The respondents stated that M&E gave room for improvement and helped review any inherent issues arising from knowledge gap or new innovations. Owing that technology is very dynamic, it requires continuous improvement. The respondents indicated that M&E helps in timely resolution of challenges facing IB process, helps identify the areas of improvement during process review and also enhance consistency.

The study results shows that the monitoring and evaluation planning is very useful as it defines the indicators of the project and the assessment approach. It also enhances project design and allows adequate time to organize personnel and resources well in advance to IB project execution. Hence it helps identify the areas of improvement. These findings corroborates with those of Wagner et al. (2005) who indicated that M&E plan helps design projected outcome measures, together with a concept on what way they may impact the currently low prioritized and harder to measure, but desired longer term improvement objectives. It further identifies needs, for instance the human resources requirements, including instructional integration, use of software and equipment operation training. These sentiments are also shared by IFRC (2011) who revealed that M&E planning is critical for the program or project to monitor & evaluate the indicators and objectives. Indicators involve the operational design of the project or programme while the objectives, indicators, means of verification and assumptions.

4.5. Budgeting and Internet Banking Performance

The study on its objectives sought to explore and determine the influence of budgeting on internet-banking performance where the respondents were required to state their agreement levels on various statements on budgeting. Outcomes are displayed in Table 4.8.

Table 4.8 Budgeting

Statements on Budgeting	Mean	Std. Deviation
Commercial banks should do a comprehensive analysis of its expenses and income before making any decision to implement e-banking product and services.	1.49	.637
Budgeting helps in determining the efficiency of planned project by weighing expected costs against expected benefits.	1.49	.506
Budgeting assists decision-making and facilitate the more efficient allocation of resources for project implementation and performance.	1.51	.597
Budgeting helps in comparing different programs to see which one benefits the organization more.	1.73	.742
The use of budgeting in internet banking requires classification of all potential effects which can either be positive or negative	2.02	.758
The persons conducting the cost-benefit analysis should clearly understand the risks that come with online banking so that in the budget they can consider costs appropriate to risk mitigation controls.	1.83	.629
Average Mean	1.68	0.6448

Outcomes from Table 4.8 show that the respondents were in agreement that commercial banks should do a comprehensive analysis of its expenses and income before making e-banking product and services implementation decisions and that budgeting helped in determining the efficiency of planned project by weighing expected costs against expected benefits as presented by the a mean score of 1.49 respectively. The respondents also agreed that budgeting assisted decision-making and facilitated the more efficient allocation of resources for project implementation and performance while also assessing all risks connected with e-banking so that cost consideration incorporates suitable risk alleviation controls; the means scores were 1.51,1.73 and 1.83 respectively. The respondents further agreed that the application of budgeting to internet banking required classification of all potential effects which could either be positive or negative as revealed by the mean score of 2.02.

The respondents were also requested to point out on some of the benefits that the bank accrued from conducting a cost benefit analysis of the internet banking programs. The respondents revealed that it ensured that the bank adopt efficient programmes only, ensured that the bank adopt programmes that are beneficial and helped identify the most effective and efficient process. The respondents also stated that cost benefit analysis helped in prioritizing projects and process flows in IB; helped in setting up goals and targets in automating process to ease service delivery and helped obtain an overview of reducing cost of operations such as increasing the number of customer service operators, rent of premises, and of marketing costs.

The above findings shows that budgeting is critical on the performance of internet banking projects as it assists decision-making and facilitate the more efficient allocation of resources. These findings are in agreement with those of Martishevsky (2001) who revealed that budgeting relates project/programme expenses typically in financial terms to all of its effects, both positive and negative. Budgeting entails an organized classification of effects as income and expenses, appreciating it in financial term, and then establishing the net profits of the options.

4.6. Piloting and Internet Banking Performance

The study attempted to establish the influence of piloting on internet banking performance. The results are indicated in Table 4.9.

Table 4.9 Piloting

Statements Piloting	Mean	Std. Deviation
System pilot enhance the learning process and ensure that informed decisions are taken regarding the execution of the internet banking project	1.39	0.586
The piloting process gives the personnel involved such as specialists and interested parties to learn from the experience and take corrective action as they prepare to implement on a larger scale.	1.49	0.506
Piloting provides the evidence that the project needed additional funds and justifies why certain areas in internet banking implementation had a higher cost	1.88	0.781

A pilot study of internet banking programs become successful if it is correctly executed and provides results that are reliable	1.63	0.581
Piloting allows the intended users of internet banking programs to find possible hitches and also network with the technical environment.	1.41	0.547
Average Mean	1.56	0.600

The outcome in Table 4.9 indicates that the respondents were in agreement that system pilot enhance the learning process and ensure that informed decisions are taken regarding the execution of the internet banking project, and that piloting allowed the intended users of internet banking programs to find possible hitches and also network with the technical environment; as shown by the mean scores of 1.39 and 1.41 respectively. The respondents also agreed that the piloting process gives the personnel involved such as specialists and interested parties to learn from the experience and take corrective action as they prepare to implement on a larger scale and a pilot study of internet banking programs become successful if it is correctly executed and provides results that are reliable; as shown in the mean scores of 1.49 and 1.63 respectively. The respondents further agreed that piloting provided the evidence that the project needed additional funds and justified why certain areas in internet banking implementation had a higher cost as shown by the mean score of 1.88.

The study further enquired from then respondents on the benefits of piloting of internet banking programs. The management staff and the ICT officers indicated that piloting helped to anticipate any challenges in implementation, allowed time for training with the programme, helped in timely management of risk facing internet banking as well as identify any gaps related to the programme so that we can find ways of mitigating the same. The respondents also indicated that piloting helped in discovering and validating benefits emanating from IB project / programs by applying the concept of limited scope; helped to evangelize change and create confidence in proposals made towards internet banking programs.

These findings are in agreement with those of Sutcliffe and Court (2006) who indicated that pilots are used to test projects before they are broadly or fully implemented. Bassi (2010) also supported this as he found out that “piloting was a test of the theoretical model on a small-scale level, in order to discover potential problems that otherwise would not be detected until full-scale

deployment”. Bruyère et al. (2008) also analyzed different representations and helpful piloting examples of the performance of online business in attribution of diverse sources and concluded that “a way of help of piloting the performance being in coherence with the objectives to be reached via the revelation of following the indicators so that it leads to success”.

4.7 Internet Banking Performance

In this section, the respondents were required to state their level of agreement on the statements that attempted to determine the impact of monitoring and evaluation strategies on internet banking performance on the selected bank, I&M Bank in Nairobi. The results are presented in Table 4.10.

Table 4.10 Internet Banking Performance

Statements on Internet Banking Performance	Mean	Std. Deviation
Internet banking is a strategic resource for control of operations, achieving higher efficiency and cost reduction	1.37	0.488
Internet banking offer effective customer value added service and convenience.	1.41	0.631
Internet banking has changed the way financial institutions conduct business and the way clients execute their banking transaction.	1.44	0.594
Internet banking has led to innovative product and services and offered more market prospects for both banks and customers.	1.46	0.596
Absence of effective monitoring and evaluation can lead poor performance of internet banking programs.	1.46	0.505
Internet banking offers a variety of online services with more convenience for accessing information and making transactions.	1.37	0.581
Average Mean	1.42	0.5658

From Table 4.10, the respondents agreed that internet banking was a strategic platform for control of operations, achievement of greater productivity and cost reduction and it offered a diverse online services such as accessing information and making transactions with more convenience as shown by the mean score of 1.37 respectively. The respondents also agreed that

internet banking offered effective customer value added service and convenience and had changed the way banks conducted business and the way customers executed their banking transaction as shown by the mean scores of 1.41 and 1.44. The respondents further agreed that Internet banking had led to innovative products and services and new market openings for both banks and clients and that the absence of effective monitoring and evaluation could lead to poor performance of internet banking programs as shown by the mean score of 1.46 respectively.

From the findings, it can be deduced that internet banking helps banks to control of operations, achieve higher efficiency and reduce cost. It also offers effective customer value added service and convenience, leads to innovative products and services and new market openings for both banks and clients. The findings corroborates with those of Stoica, Mehdian and Sargu (2015) who also found out that Internet banking services reduced costs significantly and enhanced profits for the banks, while elevating customer convenience through the ease of use and swiftness with which transactions are effected. The findings were also in agreement with those of Ahmed et al. (2010) who found out that internet banking has a major challenge in developing a more flexible and easy to use banking activities/services while Gupta and Islamia (2008) also established that online mode of banking increased the awareness of the customer and attracted the entry of worldwide majors in the market.

4.8 Correlation Analysis

The study conducted a Pearson product moment correlation analysis to determine the correlation between the internet banking performance and the predictors- benchmarking, monitoring and evaluation planning, budgeting and piloting. The outcomes are indicated in Table 4.11.

Table 4.11: Correlation Analysis

		Benchmarking	Monitoring and Evaluation	Piloting	Budgeting	Internet Banking Performance
Benchmarking	Pearson Correlation	1				
	Sig. (2-tailed)	.				
Monitoring and Evaluation Plans	Pearson Correlation	-0.021	1			
	Sig. (2-tailed)	0.895	.			
Piloting	Pearson Correlation	-0.037	0.184	1		
	Sig. (2-tailed)	0.820	0.250	.		
Budgeting	Pearson Correlation	0.085	-0.043	0.407(**)	1	
	Sig. (2-tailed)	0.598	0.789	0.008	.	
Internet Banking Performance	Pearson Correlation	0.024	0.441	0.446(*)	0.479(*)	1
	Sig. (2-tailed)	0.882	0.003	0.003	0.002	.
	N	41	41	41	41	41

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

4.8.1 Benchmarking and Internet Banking Performance

The study results in Table 4.11 shows that there is low and statistically insignificant relationship between benchmarking and internet banking performance as shown by $r = 0.024$, $p=0.882 > 0.05$. This implies that benchmarking has very low significant influence on internet banking performance. These outcomes are in contradiction with those of Kerandi et al. (2014) who investigated the performance enhancement through benchmarking and found out that many organizations used benchmarking as a reputable performance enhancement method that was demonstrated to be operational in the banking industry in Kenya over a long time. However, as

World Bank (2011) asserts, in some cases it's difficult to find appropriate benchmarks because of data constraints or lack of cooperation from affected programs.

4.8.2 Monitoring & Evaluation Planning and Internet Banking Performance

The study outcomes show that there is positive and substantial relationship between monitoring and evaluation planning and internet banking performance as shown by $r= 0.441$ and $p= 0.003<0.05$. This implies that an increase in monitoring and evaluation planning would significantly influence internet banking performance. This shows that monitoring and evaluation planning is a significant element in enhancing internet banking performance which concurs with Wagner et al. (2005), the M&E plan indicates the human resources requirements required, including training in software use, operation of equipment and integration of instruction. IFRC (2011) also asserts that monitoring and evaluation summarizes key indicator information in a single table which provides a thorough description of the information, its origin, the techniques of data collection and timing of its collection, the people responsible and the intended users of the data.

4.8.3 Piloting and Internet Banking Performance

The correlation results also indicate a strong positive and significant link between piloting and internet banking performance as shown by $r= 0.446$ and $p=0.003<0.05$. This implies that an increase in piloting would significantly increase internet banking performance. These results are in agreement with those of Olusanya, Oluremi and Babatunde (2014) who examined the implementation of computerized banking monitoring system in Nigeria banking industry, and found out that the feasibility in installing computerized monitoring system has a significant effect on banking activities. Pilots are used to test projects before they are broadly or fully implemented, and as Sutcliffe and Court (2006) asserts, for a pilot to be a success it must be executed properly and provide outcomes that are dependable, whether they are positive or negative.

4.8.4 Budgeting and Internet Banking Performance

The study established that there is a positive and considerable relationship between budgeting and internet banking performance as shown by $r= 0.479$ and $p= 0.002<0.05$. This implies that a unit increase in budgeting would significantly increase internet banking performance in financial

institutions in Kenya. These findings are in agreement with those of IFC Advisory Services (2008) who revealed that budgeting is a key evaluation tool for projects with quantifiable paybacks. In this case, budgeting is therefore a significant element in ensuring successful implementation of internet banking in commercial banks. In setting up internet banking, commercial banks need resources for the purchase of hardware and software, website development, user interface development, quality assurance testing, web hosting services and constant operations costs. Hence, good budgeting should be done to ensure successful implementation of internet banking. These findings are also supported by Martishevsky (2001) who revealed that “budgeting is most useful when you are analyzing a single program or policy to determine whether the program’s total benefits to society exceed the costs or when you are comparing alternative programs to see which one achieves the greatest benefit to society”. The main aim of budgeting is to contribute in decision-making. More precisely, the main goal is to assist in allocation of resources efficiently.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter entails a summary of findings, conclusions and recommendations of the study based on the objective of the study. This entails a synthesis of key issues of the objectives of the study as deduced from the entire study.

5.2 Summary of Findings

5.2.1 Influence of Benchmarking on Internet Banking Performance

The objective of the study was to determine the influence of benchmarking on internet banking performance at I&M Bank, Kenya. The study found out that competitive benchmarking helped improve firms' products, services or work processes to enhance its competitive strategy and performance, best practices benchmarked from other firms provide opportunities for gaining a strategic, operational, and financial benefit and that benchmarking supports the realistic and challenging targets in internet banking program. The study also found out that benchmarking against industry leaders led to improvement of functional operations and performance, with meaningful monitoring and evaluation during project implementation. The study further revealed that stages with the internal benchmarking led to immediate gains which came from identifying best internal procedures which could be transferred. The correlation results found out there is low and statistically insignificant relationship between benchmarking and internet banking performance as shown by $r = 0.024$, $p=0.882>0.05$. This indicates that benchmarking have a minimal influence on internet banking performance.

5.2.2 Influence of Monitoring and Evaluation Planning on Internet Banking Performance

The objective of the study was to determine the influence of monitoring and evaluation planning on internet banking performance at I&M Bank, Kenya. The study found out that monitoring and evaluation planning is an essential element of any intended ICT program and ought to be considered into planning at the beginning of a project. The study revealed that monitoring and evaluation planning ensured coherence and continuity of a project from design to it implementation and also defined a project indicator and how they would be measured. The study

also found out that to enhance effectiveness of any banking projects, effective monitoring and evaluation planning played a key part. It enhanced the project design and allowed adequate time to organize for resources and workforce needed prior to project execution and that monitoring and evaluation planning should start during or immediately after the project design stage up to the implementation stage. The inferential results from the correlation analysis showed that there is positive and noteworthy relationship between monitoring and evaluation planning and internet banking performance as shown by $r= 0.441$ and $p= 0.003 < 0.05$. This implies that an increase in monitoring and evaluation planning would significantly influence internet banking performance.

5.2.3 Influence of Budgeting on Internet Banking Performance

The study sought to establish the influence of budgeting on internet banking performance. The study found out that commercial banks should do a comprehensive analysis of its expenses and income before making any decision to implement e-banking product and services and that budgeting helped in determining the efficiency of planned project by weighing expected costs against expected benefits. The study also found out that budgeting assisted decision-making and facilitated the more efficient allocation of resources for project implementation and performance while also assessing all risks connected with e-banking so that cost consideration incorporates suitable risk alleviation controls. The study further revealed that the application of budgeting to internet banking required classification of all potential effects which could either be positive or negative. The correlation results established that there is a positive and significant correlation between budgeting and internet banking performance as shown by $r= 0.479$ and $p= 0.002 < 0.05$. This implies that a unit increase in budgeting would significantly increase internet banking performance in commercial banks in Kenya.

5.2.4 Influence of Piloting on Internet Banking Performance

The study sought to examine the influence of piloting on internet banking performance. The study found out that system pilot enhances the learning process and ensures that informed decisions are taken regarding the execution of the internet banking project, and that piloting allowed the intended users of internet banking programs to find possible hitches and also network with the technical environment. The study also found out that the piloting process gives the personnel involved such as specialists and interested parties to learn from the experience and take corrective action as they prepare to implement on a larger scale and a pilot study of internet

banking programs became successful if it was correctly executed and provides results that are reliable. The study further agreed that piloting provided the evidence that the project needed additional funds and justified why certain areas in internet banking implementation had a higher cost. The correlation results found a positive and significant relationship between piloting and internet banking performance as shown by $r= 0.446$ and $p=0.003<0.05$. This implies that an increase in piloting would significantly increase internet banking performance.

5.3 Conclusions

The study concludes that benchmarking helps improve a firm's products, services or work processes enhancing its competitive strategy and provides opportunities for gaining a strategic, operational and even financial advantage which improves the performance of the internet banking by supporting the realistic and challenging targets in internet banking program. In addition, benchmarking against industry leaders leads to improvement of functional operations and performance, and ensures meaningful monitoring and evaluation during project implementation that provides immediate gains derived from identifying best internal procedures that which can be transferred as revealed by the study.

The study concludes that there is a significant relationship between monitoring and evaluation planning and internet banking performance. Monitoring and evaluation planning is an essential element of any intended ICT program and should be considered into planning at the beginning of a project as it ensures coherence and continuity of a project from design to its implementation and also defines a project indicators and how they can be measured. To enhance effectiveness of any banking projects, effective monitoring and evaluation planning played a key part. Therefore, monitoring and evaluation planning should begin during or immediately after the project design stage up to the implementation stage consequently boosting the performance of internet banking in a given bank.

The study concludes that there is a positive and significant relationship between budgeting and internet banking performance. Budgeting helps in determining the efficiency of planned project by weighing expected costs against expected benefits as evident from the study. The study therefore affirms that commercial banks should do a comprehensive analysis of its expenses and income before making any decision to implement e-banking product and services. The study further concludes that budgeting assists decision-making and facilitate efficient allocation of

resources for project implementation and performance while also assessing all risks connected with e-banking so that cost consideration incorporates suitable risk alleviation controls influencing the internet banking performance.

The study also concludes that there is a positive and significant relationship between piloting and internet banking performance. Piloting enhances the learning process, ensures that informed decisions are taken regarding the execution of the internet banking project and allows the intended users of internet banking programs to find possible hitches and also network with the technical environment thus improving the performance of internet banking. The study further affirms that piloting process gives the personnel involved such as specialists and interested parties to learn from the experience and take corrective action as they prepare to implement on a larger scale, and that a pilot study of internet banking programs become successful if it is correctly executed and provides results that are reliable which have been revealed to improve internet banking performance.

5.4 Recommendations

The study recommends that financial institutions should engage benchmarking to enable them improve products, services or work processes as it enhance its competitive strategy and performance. The banks should also evaluate the best practices benchmarked from other firms to help gain strategic, operational and financial advantage for the formulation of realistic and challenging targets in internet banking program

The study recommends that the banks' executive should formulate policies that engages monitoring and evaluation planning as a vital part of any planned ICT program and should be considered while planning at the beginning of a project. This is because effective monitoring and evaluation planning ensure coherence and continuity of a project from design to its implementation thus enhancing a reliable internet banking programme.

Banks should consider the implementation of e-products and services on a comprehensive analysis of its expenses and income before making any decision to implement online banking and facilitate a more efficient allocation of resources for project implementation and performance. Banks should further categorize all possible effects which could either be positive or negative for effective application of internet banking program. Categorization helps in

determining the efficiency of planned project by weighing expected costs against expected benefits.

On piloting, the study recommends that the banks' ICT should do adequate piloting before fully engaging in internet banking programs. For instance, system pilot enhance the learning process and ensure that informed decisions are taken regarding the execution of the internet banking project assuring the success of internet banking.

5.5 Suggestions for Further Research

The current study investigated on the influence of monitoring and evaluation strategies on internet banking performance with Investment & Mortgages Bank, Kenya as the case of. The study recommends that future researchers can carry out a study on the influence of monitoring and evaluation strategies on internet banking performance in other banks for comparison of the results.

REFERENCES

- Abdalkrim, G. M. & Khrais, L. T. (2013). The Impact of Strategic Planning on Online Banking: An Empirical Study in Saudi Arabia. *American Journal of Business and Management*, 2(1), 53-58.
- Aduda, J. & Kingoo, N. (2012). The Relationship between Electronic Banking and Financial Performance among Commercial Banks in Kenya. *Journal of Finance and Investment Analysis*, 1(3), 99-118.
- Ahmed, A., Rezaul, K. M. & Rahman, M. A. (2010). E-Banking and Its Impact on Banks' Performance and Consumers' Behaviour. Accessed from <https://www.researchgate.net/publication/221026353>
- Ali, Y. and Niaz, A. (2010). The Delicate Balance of Internet Banking and Bricks and Mortar Offices: A Study on Bank Services Offered in Visby. *Unpublished MBA Thesis*. Gotland University
- Allan, S. (1997). Partners Benchmarking. Accessed online on 18/6/2016 from <http://www.benchmarking.co.uk/bmark.htm#partners>
- Al-Weshah, G. A. (2013). The Role of Internet Banking in Continuous Improvement Areas: Quantitative Evidence from Jordanian Banks. *Int. J. of Business Performance Management*, 14(2), 181- 196
- Anton, G. (2014). The Impact of Internet Banking on the use of Banking Services. *Unpublished MA Thesis*. Kyiv School of Economics
- Banks Association of Turkey. (2014). *Sustainability Guidelines for the Banking Sector*. Istanbul: Banks Association of Turkey
- Bansal, A. (2014). Cost-Benefit Analysis: A Study of Selected Nationalized Bank in India. *International Journal of Emerging Trends & Technology in Computer Science*, 3(1), 110 - 115

- Bassi, R. (2010). Practical guide to Pilot Projects and Large Scale Deployment of ICTs in the Education Sector. Accessed online on 18/6/2016 from <http://www.gesci.org/resource-centre.html>
- Bhattacharjee, A. (2012). Social Science Research: Principles, Methods and Practices. Textbooks Collection. Book 3. Available at http://scholarcommons.usf.edu/oa_textbooks/3
- Bruyère, S., Pillet, V. and Quoniam, L. (2008). The Piloting of E-Commerce Performance: Development of a Model of Assistance to Piloting by Objectives. *Journal of Internet Banking and Commerce*, 13(3), 1-12
- Bryson, D. & Atwal, G. (2013). Antecedents of Attitude towards the Adoption of Internet Banking in Senegal. *Journal of Innovation Economics & Management*, 1(11), 33-54.
- Channa, A. (2010). Monitoring and Evaluation Strategy. Balochistan Partnerships for Sustainable Development.
- Chaplowe, S. G. (2008). Monitoring and Evaluation Planning: Guidelines and Tools. American Red Cross/CRS M&E Module Series. Washington, DC
- Chavan, J. (2013). Internet Banking- Benefits and Challenges in an Emerging Economy. *International Journal of Research in Business Management*, 1(1), 19-26
- Cooper, R. D. & Schindler, S. P. (2008). Business Research Methods. (10th Ed.). New York, McGraw Hill
- Dandapani, K., Karels, G. V. & Lawrence, E. R. (2008). Internet Banking Services and Credit Union Performance. *Managerial Finance*, 34 (6), 437-446
- Davis, F. D. (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. *MIS Quarterly*, 13(3), 319-340
- Davis, F. D., Bagozzi, R. & Warshaw, P. (1989). User Acceptance of Computer Technology: A Comparison of Two Theoretical Models. *Management Science*, 35(8), 982-1003
- DeYoung, R. (2001). The Financial Performance of Pure Play Internet Banks. Economic Perspectives, Federal Reserve Bank of Chicago.

- Drigă, I. & Isac, C. (2014). E-Banking Services – Features, Challenges and Benefits. *Annals of the University of Petroșani, Economics*, 14(1), 49-58
- Egwali, A. O. (2008). Customers Perception of Security Indicators in Online Banking Sites in Nigeria. *Journal of Internet Banking and Commerce*, 13(3), 1-14
- Elmuti, D. & Kathawala, Y. (1197). An Overview of Benchmarking Process: A Tool for Continuous Improvement and Competitive Advantage. *Benchmarking for Quality Management & Technology*, 4(4), 229-243
- GAVI Alliance (2011). Monitoring and Evaluation Framework and Strategy. GAVI Alliance
- Gupta, P. K. & Islamia, J. M. (2008). Internet Banking In India – Consumer Concerns and Bank Strategies. *Global Journal of Business Research*, 2(1), 43-51
- Hair, J. F., Celsi, M. W., Arthur, H.M., Samouel, P. & Page, M.J. (2011). Essentials of Business Research Methods. New York. M.E. Sharpe Inc
- Hsueh-Ying, W., Chun-Chun, L., Cheng-Lung, L. & Hsing-Hui, L. (2010). A Study of Bank Customers' Perceived Usefulness of Adopting Online Banking. *Global Journal of Business Research*, 4(3), 101-108
- I&M Holdings. (2013). I&M Holdings Limited: Investor Briefing. I&M Holdings Limited
- I&M News (2015). Annual Report and Consolidated Financial Statements 2015. I&M Bank Limited.
- IFC Advisory Services. (2008). The Monitoring and Evaluation Handbook: For Business Environment. The World Bank Group
- International Federation of Red Cross (IFRC). (2011). Project/programme monitoring and evaluation (M&E) guide. International Federation of Red Cross and Red Crescent Societies, Geneva.
- International Finance Corporation. (2007). Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets. Washington, D.C. International Finance Corporation.

- Internet Banking Comptroller's Handbook (1999). Other Income Producing Activities. Comptroller of the Currency Administrator of National Banks
- James, T. & Miller, J. (2007). Developing a Monitoring and Evaluation Plan for ICT for Education. Information for Development Program. Available at <http://www.infodev.org/en/Publication.9.html>
- Janković, S. R., Marković, M. G. & Brnad, A. (2014). Relationship between Attribute and Overall Customer Satisfaction: A Case Study of Online Banking Services. *Zbornik Veleučilišta u Rijeci*, 2(1), 1-12
- Jensen, G. (2010). The Logical Framework Approach: How to guide. Bond International
- Kelessidis, V. (2000). Benchmarking: Dissemination of Innovation Management and Knowledge Techniques. Thessaloniki Technology Park
- Kerandi, D. O., Nyaoga, R. B., Bosire, R. M. & Nyambega, E. (2014). A Survey of Performance Improvement through Benchmarking in Commercial Banks in Kenya: The Managers' Perception and Experience. *International Journal of Business and Economics Research*, 3(1), 6-14.
- Khan, A. R. & Karim, M. (2010). E-Banking and extended risks: How to deal with the challenge, Paper Presented to the Department of Finance and Banking, Rajshahi University, pp.17.
- Kombe, S. K. & Wafula, M. K. (2015). Effects of Internet Banking on the Financial Performance of Commercial Banks in Kenya a Case of Kenya Commercial Bank. *International Journal of Scientific and Research Publications*, 5(5), 1 – 10
- KPMG. (2014). Monitoring and Evaluation in the Development Sector: A KPMG International Development Assistance Services (IDAS) Practice Survey. KPMG International Cooperative
- Lankford, W. M. (2001). Benchmarking: Understanding the Basics. *The Coastal Business Journal*, 1(1), 57 - 62

- Malhotra, P. & Balwinder, S. (2009). The Impact of Internet Banking on Bank Performance and Risk: The Indian Experience. *Eurasian Journal of Business and Economics*, 2(4), 43-62.
- Martishevsky, D. (2001). A Cost-Benefit Analysis of Two Alternative Approaches to Internet Banking in Ukraine. *Unpublished Thesis*. National University of Kyiv-Mohyla Academy
- Matters, M. and Evans, A. (1997). The nuts and bolts of benchmarking”, [http:// www.ozemail.com.au/~benchmark/nuts.bolts.html](http://www.ozemail.com.au/~benchmark/nuts.bolts.html), (February 18).
- Meade, P. H. (2007). *A Guide to Benchmarking*. Dunedin: University of Otago, New Zealand.
- Mugenda, O. M. & Mugenda A. G. (2003), *Research Methods. Quantitative and Qualitative Approaches*. Nairobi: Acts Press), 72.
- Ndlovu, I. & Siyavora, A. (2014). Impact of Internet Banking on the Zimbabwean Banking Sector: An Application of The Multinomial Logit Modelling. *International Journal of Economics, Commerce and Management*, 2(8), 1- 17
- Ngungi, T. M. (2013). Effect of Online Banking on Financial Performance of Commercial Banks In Kenya. *Unpublished MBA Project*. University of Nairobi, Kenya
- Nicoleta, P. (2009). Modern Solutions for the Banking Distribution Channels: E-Banking – Strategy, Cost and Benefits. *The Young Economists Journal*, 12(4), 28-33
- NSE Handbook (2014). Nairobi Securities Exchange Handbook 2014 – 2015. Nairobi Securities Exchange.
- Olusanya, S. O., Oluremi, A. & Sufian, B. J. (2014). Impact of Computerized Banking Monitoring Information System onthe Performance of Nigerian Banking Industry: A Case Study of Zenith Bank Plc. *IOSR Journal of Economics and Finance*, 3(3), 57-63
- Orodho, A. J. (2005). *Essentials of Education and Social Science Research Methods*. Nairobi. Kenya: Pauline Publishers
- Rogers, E. M. (1995). *Diffusion of Innovations* (4th Ed.). New York: The Free Press.

- Rotchanakitumnuai, S. & Speece, M. (2004). Corporate Customer Perspectives on Business Value of Thai Internet Banking. *Journal of Electronic Commerce Research*, 5(4), 270-286
- Sarker, S. & Sahay, S. (2004). Implications of Space and Time for Distributed Work: An Interpretive Study of US-Norwegian Systems Development Teams. *European Journal of Software Developments*, 13(1) 3-20.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods for Business Students*. (5th Ed.). London, England: Pearson Education Limited.
- Sayar, C. & Wolfe, S. (2007). Internet Banking Market Performance: Turkey versus the UK. *International Journal of Bank Marketing*, 25 (3), 122-141.
- Staplehurst, T. (2009). *The Benchmarking Book: How to Guide for Managers and Practitioners*. Elsevier.
- Stoica, O., Mehdian, S. & Sargu, A. (2015). The Impact of Internet Banking on the Performance of Romanian banks: DEA and PCA Approach. *Procedia Economics and Finance* 20, 610 – 622
- Sutcliffe, S. & Court, J. (2006). *A Toolkit for Progressive Policymakers in Developing Countries*. London; Overseas Development Institute
- The World Bank. (2011). *Planning, Monitoring and Evaluation: Methods and Tools for Poverty and Inequality Reduction Programs*. Washington DC. The World Bank.
- Troachim, W. M. K. (2008). *Research Methods: Knowledge Base*. Mason OH.
- United Nations Development Programme (2009). *Handbook on Planning, Monitoring and Evaluating for Development Results*. United Nations Development Programme. Available at: <http://www.undp.org/eo/handbook>
- Wade, D. C., Seiford, L. M. & Zhu, J. (2004). Models for Performance Benchmarking: Measuring the Effect of E-Business Activities on Banking Performance. *The International Journal of Management Science*, 32, 313 – 322

- Wagner, D. A., Bob, D., Tina, J., Kozma, R. B., Miller, J. & Unwin, T. (2005). *Monitoring and Evaluation of ICT in Education Projects: A Handbook for Developing Countries*. Washington, DC: infoDev /World Bank. Available at: <http://www.infodev.org/en/Publication.9.html>
- WHO. (2008). *A Framework to Monitor and Evaluate Implementation*. World Health Organization
- Wyk, B. (2012). *Research Design and Methods*. Post-Graduate Enrolment and Throughput. University of Western Cape
- Zikmund, W. G., Babin, J., Carr.J. C. & Griffin, M. (2011). *Business Research Methods*. (9th Ed.).South-Western, Cengage Learning
- Zimucha, T., Zanamwe, N., Chimwayi, K., Chakwizira, E. Mapungwana, P. & Maduku, T. (2012). An Evaluation of the Effectiveness of E-banking Security Strategies in Zimbabwe: A Case Study of Zimbabwean Commercial Banks. *Journal of Internet Banking and Commerce*, 17 (3), 1-16

APPENDICES

Appendix I: Letter of Introduction

Penninah Wausi Mue

P.O BOX -00100,

Nairobi.

To whom it my concern,

Dear Sir/Madam,

Re: Letter of Consent to Participate in the Research

I am a postgraduate student at the University of Nairobi carrying out a study on the **influence of monitoring and evaluation strategies on internet banking performance a case of I & M Bank Limited, Kenya** which is one of the requirements for the award of a degree of Master of Arts in Project Planning and Management.

Kindly assist in filling in the questionnaire on the issues therein. Please note this research is for academic purposes and any information provided will be treated as confidential and will be used only for academic purposes. Your help and support will be highly appreciated

Thank you in advance

Yours faithfully,

Penninah Wausi Mue

Registration Number: L50\77768\2015

Appendix II: Questionnaire

Dear Respondent,

I am a postgraduate student at the University of Nairobi carrying out a study on the **influence of monitoring and evaluation strategies on internet banking performance** which is one of the requirements for the award of a degree of Master of Arts in Project Planning and Management. Kindly assist in filling in the questionnaire on the issues therein. Please note this research is for academic purposes and any information provided will be treated as confidential and will be used only for academic purposes. Your help and support will be highly appreciated

Section I: Demographic Data

1. Please indicate your gender

Male Female

2. Please indicate the period you have worked at the I&M bank

Below 5 years 6-10 years 11 – 15 years Over 16 years

3. Please indicate your department at the I & M bank

Customer service Cash Credit Internet Banking Any other

4. What position do you hold in the bank?

.....

Section II: Benchmarking

5. Please tick in the columns below to what extent you agree with the following statements on benchmarking and internet banking performance. Use the following scale as appropriate

1 - Strongly Agree, 2 - Agree, 3 - Neutral, 4 - Disagree, 5 - Strongly Disagree

Statement	1	2	3	4	5
Benchmarking supports the adoption of realistic and challenging targets in internet banking programs					
Best practices benchmarked from other firms provide an opportunity for gaining a strategic, operational and financial advantage					
Internal benchmarking leads to immediate gains which come from identifying the best internal procedures which can be transferred internally					
Competitive benchmarking helps in improving a firms products, services or work processes to enhance its competitive strategy and performance					
Benchmarking against industry leaders leads to improvement of functional operations and performance					
Process benchmarking leads to meaningful M&E during project implementation and follow-up stages					

Section III: Monitoring and Evaluation Planning

6. Please tick in the columns below to what extent you agree with the following statements on monitoring and evaluation planning and internet banking performance. Use the following scale as appropriate

1 - Strongly Agree, 2 - Agree, 3 - Neutral, 4 - Disagree, 5 - Strongly Disagree

Statement	1	2	3	4	5
Monitoring and evaluation planning defines a project indicators and how they will be measured					
M&E planning should be an vital element of any planned ICT program and should be factored into planning before a project begins					
M&E planning should begin during or immediately after the project design stage up to the implementation stage					
M&E plans are key in planning and they ensure coherence and continuity of a project from design to it implementation					

Early M&E planning enhances the project design and allows sufficient time to arrange for resources and personnel prior to project implementation					
Effective monitoring and evaluation planning plays a major role in enhancing the effectiveness of any internet banking projects.					

Section IV: Budgeting

Please tick in the columns below to what extent you agree with the following statements on cost benefit analysis and internet banking performance. Use the following scale as appropriate

1 - Strongly Agree, 2 - Agree, 3 - Neutral, 4 - Disagree, 5 - Strongly Disagree

Statement	1	2	3	4	5
Financial institutions should base any decision to implement e-banking products and services on a comprehensive analysis of its expenses and income					
Budgeting helps in determining the efficiency of planned projects by weighing expected costs against expected benefits					
Budgeting assists decision-making and facilitate the more efficient allocation of resources for project implementation and performance					
Budgeting helps in comparing alternative programs to see which one achieves the greatest benefit to the organization					
The application of budgeting to Internet banking requires categorization of all possible effects which can either be positive or negative					
Budgeting should evaluate all risks associated with e-banking so that cost considerations incorporates appropriate risk mitigation controls					

Section V: Piloting

Please tick in the columns below to what extent you agree with the following statements on piloting and internet banking performance. Use the following scale as appropriate

1 - Strongly Agree, 2 - Agree, 3 - Neutral, 4 - Disagree, 5 - Strongly Disagree

Statement	1	2	3	4	5
Systems pilots enhance the learning process and ensure that informed decisions are taken regarding the execution of the internet banking project					
The piloting process allows stakeholders and specialists to learn from experience and refine the requirements for a larger-scale deployment					
Piloting provides the evidence needed to secure more funding and justifies greater expenditure on specific areas of internet banking implementation					
A pilot study of internet banking programs become successful if it is correctly executed and provides results that are reliable					
Piloting allows the intended users of internet banking programs to interact with the technical environment and find potential problems					

Section VI: Internet Banking Performance

Please tick in the columns below to what extent you agree with the following statements on internet banking performance. Use the following scale as appropriate

1 - Strongly Agree, 2 - Agree, 3 - Neutral, 4 - Disagree, 5 - Strongly Disagree

Statement	1	2	3	4	5
Internet banking is a strategic resource for achieving higher efficiency, control of operations and reduction of cost					
Internet banking programs offer effective customer value added service and convenience					
Internet banking has changed the way banks conduct business and the way customers execute their banking transactions					
Internet banking has led to innovative products and services and more market opportunities for both banks and customers					
Absence of effective monitoring and evaluation can lead poor performance of internet banking programs					
Internet banking offers a variety of online services with more convenience for accessing information and making transactions					

Thank you

Appendix III: Interview Schedule

1. Position of the respondent

Bank manager [] Operations manager [] ICT office []

2. What are some of the benchmarking techniques used for evaluating internet banking programs?.....
.....

3. What are some of the benefits of benchmarking internet banking programs?
.....
.....
.....

4. What are some of the benefits of monitoring and evaluation planning of internet banking programs?.....
.....
.....

5. What are some of the benefits of budgeting in internet banking programs?.....
.....
.....

6. What are some of the benefits of piloting of internet banking programs?
.....
.....
.....